

**THIS IS THE
DIFFERENCE
YOU MAKE**



This is the difference you make, leading Warwickshire Fire and Rescue.



Crew Manager process candidate information pack



Join us

This candidate information pack contains important information for anyone considering a career within Warwickshire Fire and Rescue Service. To maximise your chances of success through the application process, please take as much time as possible to read through and understand our values and objectives as an organisation. We wish you the best of luck with your application.

A message from Chief Fire Officer Ben Brook

Warwickshire Fire and Rescue Service is committed to protecting the people of Warwickshire, supporting them to be safe while:

- at home
- at work
- when travelling in and through Warwickshire; and
- when enjoying the environment.

We have three different approaches that all our colleagues use to achieve this aim. These are:

Prevention

Our first approach to reducing risk is prevention. If we can prevent an incident or emergency from occurring, we will. This can be through a range of activities including school visits, talking to people in their homes and engaging with our communities. This is focused on keeping people

safe at home, when travelling in and through Warwickshire and when enjoying the beautiful environment of Warwickshire.

Protection

This is the second approach that we take to reducing risk. Protection is about buildings and ensuring they are safe for our communities to use. Our firefighters will visit commercial premises to understand what risks they may face in an emergency and what steps are required to keep people safe whilst at work.

Response

When we cannot prevent incidents from occurring, we will always respond when people need us most. Although we do respond to fires, we also respond to a wide range of emergencies such as flooding, animal rescues and road traffic collisions.

To deliver these approaches, we need brilliant, talented and value focused people. Every single person is unique and brings their own perspective and understanding of the world. We are committed to and value diversity; the diversity of our people enables us to consider a wide range of views, helping us make better decisions and improve our understanding of our community and their needs. We are creating a culture within Warwickshire Fire and Rescue Service where all feel included and that they belong.

We are looking to employ, empower and include the best people in our service.

If you want to make a difference, this could be the role for you!



Ben Brook

Chief Fire Officer

Warwickshire Fire and Rescue Service

**THIS IS
SUPPORT**



About Warwickshire Fire and Rescue Service

Warwickshire Fire and Rescue Service is dedicated to the delivery of community fire safety advice and serving the community within its vision and mission statement, led by Chief Fire Officer Ben Brook.

We have big ambitions for the future, with a concerted focus on continuous improvement and change. We want to create the most effective, sustainable services for the people who live, work, visit and travel through Warwickshire.

As a public facing emergency service, our customers always come first. The safety of the public and of our firefighters are of paramount importance for us.

We place a strong emphasis on prevention and protection, as we know this vital work makes our communities safer.

In addition, we are committed to ensuring our response services are agile, proportionate and resilient, able to respond to the wide variety of risks within Warwickshire. We must also be prepared to respond effectively to emerging risks, particularly those relating to climate change, pandemics, terrorism and other national emergencies.

Our people are undoubtedly our greatest asset, and we require individuals who are committed to developing an even more inclusive and diverse culture where everyone is valued and can realise their full potential.

Our ambition

“To make Warwickshire the best it can be, sustainable now and for future generations.”

Our mission



**Keeping
people safe in
their
homes**



**Keeping
people safe
in their
environment**



**Keeping
people safe
when they are
travelling in
and through
Warwickshire**



**Keeping
people safe
in their
workplace**

What we are focusing on

WFRS integrated approach

Understanding risk is crucial to the delivery of our service. Community risk management planning is a process that we adopt to ensure that we understand the risks faced by our communities and that we take appropriate action to reduce and manage those risks. We utilise our resources using a risk management approach based on a universal, targeted and specialist graded model for each statutory function.

We recognise that our risk profile and operating environment are changing, so it is crucial for us to target our resources and support to those that need us the most. Our strategy is about setting out an integrated approach through our prevention, protection, and response arrangements, balancing the necessary strategic emergency cover whilst targeting those most vulnerable to risk.



Prevention

Educating people to help prevent fires and other emergency incidents occurring



Protection

Protecting our built environment



Response

Ensuring we have the right resources to respond to emergencies

Prevention priorities

Our prevention priorities are driven by risk and support the mission statement outlined above, focusing primarily on keeping people safe at home, travelling in and through Warwickshire and in their environments.

- We are identifying the most vulnerable people in our communities and improving their safety, health, and wellbeing through targeted prevention activities directly linked to vulnerability and risk.
- We are ensuring that our people and relevant partners have the necessary skills and capabilities to deliver a wide range of prevention activities to improve community safety.
- We are adopting a collaborative approach, sharing information, and learning with relevant stakeholders and partners to improve organisational performance and community safety outcomes.
- We are pro-actively engaging with and supporting relevant partners in reducing identified community risk, for example road traffic collisions.
- We are ensuring that our people can act on safeguarding concerns and have the necessary skills and knowledge to do so.
- We are evaluating our integrated approach to ensure its effectiveness in reducing risk.

Protection priorities

Our protection priorities are driven by risk and support the mission statement outlined above focusing primarily on keeping people safe in their workplace.

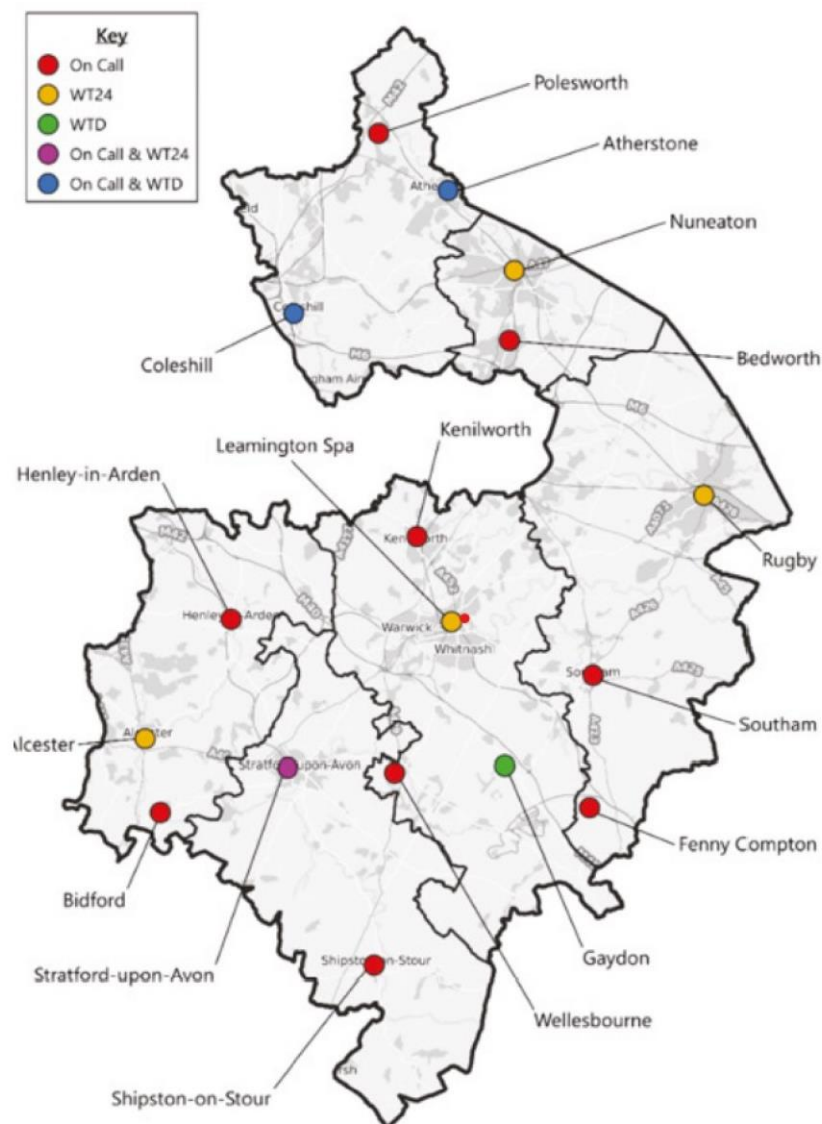
- We are identifying those premises that pose the greatest risk and effectively targeting our resources to protect the built environment.
- We are ensuring accurate risk information is available to those that need it when they need it.
- We are strengthening our specialist Fire Protection capacity to ensure that we have a sustainable staffing model.
- We are developing our people to utilise more of our workforce to reduce community risk.
- We are supporting businesses to help themselves and encourage a strong fire safety culture.
- We are evaluating our integrated approach to ensure its effectiveness in reducing risk.

Response priorities

Our response priorities are driven by risk and support all the mission statement outlined above; keeping people safe at home, travelling in and through Warwickshire, in their environments and in the workplace.

- We are resourcing to risk, to provide a risk based, effective and efficient response because our communities expect us to be there when they need us.
- We are ensuring our people have the necessary skills and competencies to deliver prevention, protection and response activities because we are committed to keeping our community and people safe.
- We are strengthening our specialist response capability and developing our people in response to the broadening nature and increasing variation of the types of incidents we attend.
- We are ensuring accurate risk information is available to those that need it when they need it.

About Us - Our Fire Stations



Our Fire Stations and Fire Engines

Wholetime:

- Nuneaton x 2
- Leamington x 2
- Rugby x 2
- Alcester
- Stratford

On Call:

- | | |
|--------------|----------------|
| • Polesworth | • Shipston |
| • Coleshill | • Stratford |
| • Atherstone | • Bidford |
| • Bedworth | • Henley |
| • Southam | • Wellesbourne |
| • Fenny | • Kenilworth |

WT during the day:

- Gaydon
- Atherstone

WT during the day and WT On Call at Night:

- Coleshill



Warwickshire County Council values and behaviours

We want to support all of our workforce to be the best they can be. We are proud of our people and their shared passion to make a meaningful difference to the lives of those living in Warwickshire.

Our People Strategy holds this passion and purpose at its heart and sets out the people focused plans for our future.

Our values and behaviours provide a framework for understanding the expectations required from all our employees to embed our cultural ambitions as an organisation.

Our values - the Warwickshire DNA



High performing



Collaborative



Customer focused



Accountable



Trustworthy

Our behaviours



Do what
we say



Move with
purpose and
energy



Focus on
solutions



Help people and
communities to
find their own
solutions



Build strong
working
relationships



Be the best
we can be

Core Code of Ethics

Our five Fire and Rescue Service ethical principles

Each of our ethical principles is described by a statement and examples which set out what we must each do to ensure we are acting in line with our core code of ethics.



Putting our communities first

We put the interests of the public, the community and service users first.



Integrity

We act with integrity including being open, honest and consistent in everything that we do.



Dignity and respect

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.



Leadership

We are all positive role models, always demonstrating flexible and resilient leadership.

We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.



Equality, diversity, and inclusion (EDI)

We continually recognise and promote the value of EDI, both within the service and the wider communities in which we serve.

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

The role of a Crew Manager

Warwickshire Fire and Rescue Service is seeking to appoint ambitious and forward-thinking individuals who have exemplary leadership skills, enthusiasm and a passion for achieving excellence to the role of Crew Manager operating within the service.

Leading teams within Warwickshire Fire and Rescue Service is both rewarding and challenging. We are looking for inspirational and progressive individuals with a strong focus on community outcomes and the ability to inspire and empower others. You should be confident in leading others to deliver continuous improvement in everything we do.

We are looking for individuals who will be committed to encouraging and promoting our service values, as well as complying with the required standards of conduct. The role and the future success of the organisation requires individuals who are innovative, creative problem-solvers who can take people with them on a journey of improvement.

Diversity is a strength, helping us to better connect with and serve our local communities, so we welcome applications from all members of the community. We are dedicated to enabling each employee to be the best they can be, and committed to equality, diversity and inclusion. [Read more about inclusion in our recruitment here.](#)

As a member of Warwickshire Fire and Rescue Service, you will support communities and make a real difference to people's lives. It's an exciting time to be a part of our service and if you think you've got what it takes then we want to hear from you.

Pre-application information

Work permit

As an employer, the Fire Authority is subject to the provisions of the Asylum and Immigration Act 1996. It could be guilty of committing a criminal offence if it employed someone who does not have permission to be in or to work in the United Kingdom. The Fire Authority reserves the right to request relevant documentation from all those offered employment, in order to satisfy its obligations. For more information you may find the following immigration advice websites useful: www.workpermit.com or www.ukba.homeoffice.gov.uk

Identification

As an employer, we need to ensure all prospective employees have the right to work in the United Kingdom. You will be asked to bring some form of photographic identification with you e.g. passport, driving licence, any other relevant documentation and a work permit if applicable, at the interview stage of the recruitment process. Please visit www.ukba.homeoffice.gov.uk for more information on prevention of illegal working.

Driving

A full driving licence is essential to apply. You must inform us if your licence is endorsed, giving details about the nature of the offence, offence code (e.g. CD10 driving without due care and attention) and also give details of the penalty (e.g. £ fine and number of penalty points). If you had to attend court, you will need to give details of the outcome. This is a requirement to enable individuals to attend stations and training courses as directed. Your driving licence will be reviewed to obtain any endorsements at a later stage in the process however, if you are unsuccessful all records will be removed from the internal data base.

Diversity monitoring

This helps us ensure we are accessible to all groups in the community. The data is held in accordance with the GDPR and is not used to assist or make selection decisions. It will be used for statistical analysis only and will not be seen at any stage by any persons assessing applications.

Medical standards

Fire and rescue authorities are required to assess each applicant on an individual basis, regarding their suitability to perform their role, in accordance with Equality Act legislation. This means that fire and rescue authorities will consider what reasonable adjustments could be made to enable you to proceed with your application provided any such adjustments do not contravene health and safety legislation. Health and safety legislation places the obligation on fire and rescue authorities to ensure that individuals are safe at work for their own protection and that of others (in the context of the fire and rescue service, “others” includes colleagues and members of the public).

Declaration of offences

You are required to declare any offence for which the conviction is not yet spent. Within the meaning of the Rehabilitation of Offenders Act 1974 – incorporating the Rehabilitations of Offenders Act (exemptions) 1975 and the Rehabilitation of Offenders Act 1974 (exemptions) (Amendment) Order 1996 – you are advised to declare any charge that is pending as a subsequent conviction could lead to your dismissal from the Service.

Broadly, the act provides for anyone who has ever been convicted of a criminal offence and not sentenced to more than 2.5 years in prison to become a ‘rehabilitated person’ at the end of the rehabilitation period, provided there have been no further convictions. At the end of this period, the conviction is considered spent and should be treated as it had never happened. Generally speaking, there are fixed rehabilitation periods for specific offences. If you are unsure whether you have to declare a previous conviction you should contact your local Probation Office, Citizens Advice or your solicitor. Alternatively, you can consult the Home Office publication *A Guide to the Rehabilitation of Offenders Act 1974*.

Recruitment process

The Crew Manager selection process follows a number of stages. You must complete and be successful at each stage to progress to the next one.

To be eligible to apply for the selection process you must be able to evidence that you are:

- Substantive within your current role;
- Competent within your current role;
- In receipt of the requisite IFE examination IFE Lev3: Certificate unit 2: Fire service operations and incident command; and
- Must not have a live sanction placed against you.

External candidates will also require their line manager's statement of support to confirm competence.

Below is a summary of the key stages of the process.

Stage 1 – Applications online registration/ performance and behaviours application

All candidates must complete the online application before the set closing date. From this date, the online portal will be closed, and no late applications will be possible under any circumstances.

As part of the online application, candidates will be required to complete the performance and behaviours application form Word document and upload it to the correct section.

Section 1 – NFCC Leadership Framework

This section is based around the **NFCC Leadership Framework**. We recommend you read through this document before completing the section of your application.

The Crew Manager role sits within the 'Leading Others' section of the framework and covers four quadrants of expertise:

Personal impact – ensures we value, respect and promote equality and diversity. It is about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open-working environment focusing on ethics and wellbeing.

Outstanding leadership – this is about building high-performing teams and developing people to their full potential. It is about communicating with integrity, being open and honest to foster trust and building collaborative working partnerships. An ambassador and role model for the fire and rescue service. The focus is on others and how a manager uses leadership to create high performance teams.

Service delivery – this is about delivering high quality services now and into the future. It is about intelligent problem solving, with an outcome focused approach, continuous improvement and value for money to our customers. The focus is on task and how a manager uses leadership to produce outcome-focussed results which meet customer needs.

Organisational effectiveness – this is ensuring everything we do is linked to organisational plans and values. It is driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

When completing this section:

- A single piece of evidence which is no longer than 300 words will be allowed to satisfy the criteria set out in each area.
- Describe the situation in enough detail to be clearly understood. Explain your understanding of the situation, your objectives and issues you faced.
- Explain the action you took and why.
- What happened as a result of what you did.

Practical training assessment

Shortlisted candidates will be required to take charge of a one pump training session, to prove command presence; this will be facilitated by TADC. The scoring criteria for the assessment can be found in Appendix 1, at the end of the candidate pack.

Only candidates who are successful at this assessment will be invited to stage 2.

Section 2 – Core Code of Ethics

The Core Code of Ethics for Fire and Rescue

(FRS) sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour. The core code sets out these ethical principles and helps us continuously improve our organisational culture and workforce diversity and assists us in supporting our community in the best way. It is effective only when we all consistently demonstrate the ethical behaviours. Everyone in every FRS is expected to follow the core code.

Putting our communities first – We put the interests of the public, the community, and service users first.

Integrity – We act with integrity including being open, honest, and consistent in everything that we do.

Dignity and respect – We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.

Leadership – We are all positive role models, always demonstrating flexible and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve. We stand against all forms of discrimination,

create equal opportunities, promote equality, foster good relations, and celebrate difference.

Stage 2 – Performance and behaviours practical assessment

Candidates will be assessed against the NFCC Leadership Framework and Core Code of Ethics while completing a suite of scenarios within a live environment.

Indicative scenarios for the assessment are:

- A presentation
- A performance management conversation
- An FRS-related group exercise

The scoring criteria for stage 2 can be found in Appendices 2 and 3, at the end of the candidate pack.

Stage 3 – Confirmation assessment

Candidates will be invited to attend and will be asked a total of four questions which will be linked to the four quadrants of the NFCC Leadership Framework. Two of the questions will be provided to you prior to the confirmation assessment.

This will be our chance to get to know more about you and for you to tell us how you meet the requirements for the role.

The panel will be made up of a minimum of three panel members.

Positioning

Scores from stages 2 and 3 will be combined to give an overall performance score and candidates positioned for the next available vacancy in which they have expressed an interest in filling.

We would like to take the opportunity to wish you every success throughout the recruitment process.

Pre-employment checks

If you are successful in all the previous stages, we will then make a conditional offer that is subject to several pre-employment checks, including:

- Medical
- Fitness Test
- References
- Enhanced DBS
- Eligibility to work
- Proof of address
- Qualifications (if required for the role)

You will be invited to attend service HQ for a uniform fitting. This will be facilitated by our technical department where you will be measured for all relevant PPE. A photograph will also be taken for your service ID card.

Medical

We will need you to take a full medical assessment prior to joining us, which will be conducted by our occupational health provider. Prior to attending your medical, you should obtain a list of your vaccinations from your GP. If you have any concerns about meeting the eyesight standards, you are advised to obtain a report from a qualified optician.

As part of the medical, you will need to complete a questionnaire about your medical history and the following tests:

- Hearing test
- Lung function
- Eye test
- Blood pressure

- General tests based on your completed medical questionnaire.

Treadmill test

This is a sub-maximal test, where the subject walks on a level treadmill and the speed is gradually increased to 3.9mph (6.2km/ hr) when the test will commence. This is potentially a 12-minute test walking at a constant speed of 6.2km/hr with the treadmill gradient increased by 3% every two minutes. After 12 minutes, the subject will have reached the required fitness standard of 42mlsO₂/kg/ min.

DBS disclosure

Warwickshire County Council is committed to safeguarding and promoting the welfare of children, young people and adults and expects all staff and volunteers to share this commitment. This post is subject to an enhanced DBS disclosure.

Rates of pay for operational wholetime Crew Managers

(Correct of July 2023)

Development	£38,501
Competent	£40,161

Pension benefits

Highlights of the pension include:

- The option to convert part of your pension into a tax-free lump sum when you retire.
- Immediate payment of pension benefits to you.
- Retire at pension age – 60 or retire early from age 55 (but with an early payment reduction).

- A lump sum of three years' final pay if you die in service.
- A substantial employer contribution towards the cost of your benefits.
- The choice of deferring payment of your pension benefits until State Pension Age if you leave the scheme early or transferring them to another pension arrangement (unless you were a member for less than three months when you would get a refund of contributions instead).
- Employee contributions vary from 12.9% to 13.5% of your pay depending on your rate of pay.



Your progression and benefits

Warwickshire Fire and Rescue Service is passionate about developing people to be the best they can be. We offer a variety of opportunities throughout your career to acquire new skills and specialisms.

To progress, you'll need to develop your skills and demonstrate a level of competency within your current role, before taking part in an assessment and interview process to determine your suitability for a new role. As well as the development opportunities we offer, prior learning and previous qualifications and experience are also considered as part of your future career development, for example Institute of Leadership and Management qualifications (ILM).

General benefits

National fire fighter pension scheme (2015)

www.wypf.org.uk – enrolment into the appropriate pension scheme for all employees which includes retirement options.

Annual leave – generous annual leave allowance with a basic entitlement for 28 days.

Learning and organisational development – opportunities for employees to further develop in their roles and pursue training and development pathways and qualifications.

Loyalty award – long service award after 20 years' continuous service

Parking on site – free car parking available to all service employees at our fire stations and HQ

Continuous service – existing Local Government /Fire Service employees entering the service with no break in service will maintain continuous service.

Employee discounts

Blue Light card – access to many online discounts/ promotional offers as part of the UK's Emergency Services, NHS or Armed Forces. Link: www.bluelightcard.co.uk



Family friendly

Maternity/paternity/adoption/parental leave – the service provides leave for employees who meet the criteria outlined within WFRS policies and procedures.

Health and wellbeing

Occupational health – the physical, mental and emotional wellbeing of all our staff is paramount so we can provide an excellent emergency service to our communities. Our occupational health team offers a friendly and confidential service for all employees. It promotes maintaining a good physical and mental health, and provide periodic health reviews, fitness and welfare advice and confidential counselling.

TRiM – Trauma Risk in Management (TRiM) is a system developed by the Royal Marines and widely adopted by the military, police forces and fire and rescue services and is considered an effective form of stress management.

Eye voucher – employees are eligible for free eye tests and a discount towards glasses.

Routine medicals – employees attend a routine medical as part of supporting their health and fitness.

Free access to gym facilities on stations and HQ – employees can use the gym equipment to help you maintain your fitness.

Fire Fighters Charity

Helping everyday heroes recover their lives by supporting their physical health, mental health and social wellbeing. All service employees including their family members are eligible. Link: www.firefighterscharity.org.uk



GDPR Statement

We will hold and process your data for the purpose of administrating the selection process for Crew Managers.

We are committed to protecting your data and it will only be used for the purpose of recruitment.

We will hold your data in line with our current retention schedules after which time it will be permanently deleted.

You have the right to withdraw your consent for us to hold your data at any time. This can be done by emailing:

ffrecruitment@warwickshire.gov.uk



Schedule	
Applications online registration/performance and behaviours application	6 October 2023
Application closing date	Midnight 27 October 2023
Practical training assessment	9, 10, 13 and 14 November 2023
Performance and behaviours practical assessment	20 – 23 November 2023
Confirmation assessment	4 – 7 December 2023

Guaranteed interview scheme

Warwickshire County Council is a Disability Confident employer. As part of this, we guarantee an interview to anyone with a disability who demonstrates through their application that they meet the minimum essential criteria for the post.

Armed forces covenant

A guaranteed interview will be provided to a service leaver who meets the 'essential' criteria for any post being externally advertised. Applicants must provide evidence in their application form which demonstrates that they meet the level of competence required for each essential qualification, skill or experience defined as 'essential' in the Person Specification.

Specialist support

Should you require application forms in an alternative format/language or any adjustments to be made throughout the application process or upon appointment, please contact

HRandPayroll@warwickshire.gov.uk and we will make every effort to meet your specific requirements.

Contact us

For support in relation to the application process contact:

HRandPayroll@warwickshire.gov.uk

01926 738444

For a confidential discussion about the role please contact:

Rob Hartrick, Group Manager
robhartrick@warwickshire.gov.uk

07557 565849

Appendix 1: Practical training assessment scoring criteria

Name..... No..... Date.....			
Assessment criteria	Satisfactory		
	Yes	No: minor fault	No: major fault
1. Candidate standard of dress			
2. Personal attitude			
3. Candidate initial introduction to crew			
4. Safety brief including safety words of command, STILL, REST, STAND FROM UNDER			
5. Bringing crew to attention			
6. Numbering crew off			
7. Briefing crew with assigned practical training assessment			
8. Falling crew into the correct position 3 paces to the rear of the appliance			
9. Getting crew to mount the appliance prior to practical training assessment			
10. Getting crew to work			
11. Supervision during practical training assessment			
12. Candidate interaction with crew members during practical training assessment e.g. remedial intervention or praise/encouragement			
13. Appropriate positioning of candidate on practical training assessment ground to effectively supervise activity			
14. Standard of communication, tone volume and language			
15. Knock Off Make Up, getting crew to make up practical training assessment			
16. Completion of practical training assessment with crews back on the appliance report back to assessing instructor "all gear stowed"			
17. Crews Fall in back to the rear of the appliance followed by the squad line			
18. Candidate led debrief (crew at ease)			
Total: Note to successfully complete the practical assessment a candidate can have no more than three minor faults. Candidates MUST have 0 major faults			
Assessor additional comments (if required)			

Appendix 2: Stage 2, NFCC Leadership Framework scoring criteria

NFCC Leadership Framework – competence assessment

Leading others: Crew and Watch Manager

Personal impact	Evidence (0,1,2, N/A)
I take responsibility for inclusion and encourage different points of view.	
I communicate responsibly and with sensitivity and respect for others.	
I encourage others to admit to and learn from their mistakes, and to celebrate their successes.	
I am aware of my impact on the people around me and I always seek to improve how I work with others.	
I take a proactive approach to dealing with difficult or sensitive situations, influencing others to reach an acceptable solution.	
I look after the people around me and look for behaviours that show someone might be struggling, ensuring there is support available	
Outstanding leadership	Evidence (0,1,2, N/A)
I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.	
I take responsibility for team effectiveness which focusses on improving outcomes and decisions.	
I encourage all the people in my team to speak and share their views.	
I look for opportunities to support others through appraisal and coaching, developing my own skills where necessary.	
I use debriefing and other learning from the organisation to help my team develop.	
I am flexible in my leadership approaches, appropriate to the individual and situation, to ensure people give their best.	
Service delivery	Evidence (0,1,2, N/A)
I focus on the needs of our customers.	
I seek to understand and address the specific risks and diverse needs of people and communities.	
I look ahead to anticipate issues with local service delivery and performance and make plans to resolve or minimise issues.	
I develop and review plans to make the best use of resources and challenge any misuse of resources.	
I develop systems and processes that are people focused.	
I use different problem-solving techniques with others to generate solutions that improve the service for our customers.	
I make evidence-based decisions and consider the risks, including financial and resource impacts.	
I encourage my team to build constructive working relationships with others to achieve our aims.	
I'm outcome-focused in my approach and make decisions based on better service outcomes.	
Organisational effectiveness	Evidence (0,1,2, N/A)
I make sure the team understands how our work contributes to and delivers organisational priorities.	
I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk	

I encourage staff to be flexible in their approach and empower them to contribute and influence decisions.	
I create conditions where team members are empowered to suggest and implement new ways of working.	
I promote continuous improvement for the team and the organisation.	
I take time to understand how change will impact on our work and how we can contribute to success, evaluating how things are working and how change is being embedded.	
I set up communication processes to ensure that people in my team have access to accurate information, clarifying information where I need to.	
Contraindicators	Evidence (-5 mark)
Displays obstructive behaviours rather than progressive ones.	
Tends to apportion blame and accountability to others when things go wrong.	
Makes unrealistic promises about what can be delivered	
Unwilling to recognise, or deal with, capability or performance issues in self or others; avoids difficult conversations and confrontation.	
Challenges others in a way that intimidates or undermines.	
Gives little time to the development of peers and colleagues.	
Shows stubbornness in the face of opposition, even when proved wrong.	
Shows general lack of confidence in own knowledge, abilities and judgements.	
Sits on the fence rather than taking a clear stand.	
Shows little consideration or respect for other colleagues.	
Fails to allow others to put in different views in meetings.	
Total available score	Total score achieved

Evidence Category:	Evidence Scoring:	Overall Evidence Mark:
Red Amber Green	Score categories variable per assessment activity	Limited / no evidence obtained Some evidence obtained Evidence obtained

Appendix 3: Stage 2, Core Code of Ethics scoring criteria

NFCC Core Code of Ethics – behavioural assessment

Putting our communities first	Evidence (0,1,2, N/A)
Consider the audience & act with empathy / respect	
Evaluate the impact I have on others	
Improve my performance to become an FRS role model	
Remove barriers for others to engage within the Service	N/A
Integrity	Evidence (0,1,2, N/A)
Honest, open and fair with everyone	
Build working relationships, which may include challenge	
Challenge unsuitable behaviour in the workplace	
Remain respectful to others and impartial to the objective	
Dignity and respect	Evidence (0,1,2, N/A)
Use unbiased judgement & behaviour	
Supportive towards others	
Create an openness and trusting environment	
Treat others' views with respect without discrimination	
Leadership	Evidence (0,1,2, N/A)
Improving own Leadership / performance skills	
Accountable for decisions / actions created	
Recognise others leadership credentials	
Demonstrate positive principles of culture	
Equality, diversity and inclusion	Evidence (0,1,2, N/A)
Acknowledge diverse peoples' needs and celebrate this	N/A
Ensure everyone has an equal voice	
Tackle discrimination in the correct manner	
Encourage and support everyone	
Contraindicators	Evidence (-5 mark)
Shows incorrect behaviour to the audience	
Obstructive & limited respect towards others	
Uses biased judgement & discrimination	
Discounts leadership styles / traits	
Limited support to others through dismissal comments	
Total Score	

Evidence Category:	Evidence Scoring:	Overall Evidence Mark:
Red	0 - 10	Limited / no evidence obtained
Amber	11 - 31	Some evidence obtained
Green	32 - 40	Evidence obtained